



Foundation for  
Healthy Communities

## Caring for the Caregiver: Clinical Peer Support Compendium of Resources

The original Caring for the Caregiver toolkit was developed by the Foundation for Healthy Communities and Dartmouth Medical Center with a focus on peer support following an adverse outcome or medical errors. The COVID-19 pandemic brought much stress to health care and necessitated a much-needed focus to the needs of healthcare workers to have more support for all their work-related stress.

Resource/Tool	Description and Link
<b>Background: Evidence for Peer Support</b>	
BMJ Open: Why do Doctors Seek Peer Support? A qualitative interview study.	A qualitative study of 13 physicians who were interviewed as to why they seek help from an organized peer-support program. The study found that the reasons fell into three categories: <ol style="list-style-type: none"><li>1. Concerned and looking for advice</li><li>2. Fear of not coping any longer</li><li>3. Looking for a way back or out</li></ol> <a href="#">bmjopen-2021-048732.pdf (nih.gov)</a>
Association Between Physician Burnout and Self-reported Errors: Meta-analysis	An article detailing the increasing rates of burnout and how it affecting different aspects of patient care and safety. This meta-analysis quantifies association of burnout and its subscales with self-reported medical errors among physicians. <a href="#">Association Between Physician Burnout and Self-reported Erro... : Journal of Patient Safety (lww.com)</a>
Peer Assessment after Clinical Exposure (PACE): an evaluation of structured peer support for staff in emergency care	There is an increasing body of evidence that identifies psychological stressors associated with working in emergency medicine. Peer Assessment After Clinical Exposure (PACE) is a structured program designed to support staff following traumatic or chronic work-related stressful exposure. The first author of this study created the PACE program and implemented it in one emergency department (ED). <a href="#">Peer assessment after clinical exposure (PACE): an evaluation of structured peer support for staff in emergency care   British Journal of Nursing (magonlinelibrary.com)</a>
Web-Based Peer Support Education Program for Health Care Professionals	This study describes the development and evaluation of an innovative new online program to educate peer supporters. <a href="#">Web-Based Peer Support Education Program for Health Care Professionals -</a>

	<a href="#">ScienceDirect</a>
Peer Support for Clinicians: A Programmatic Approach  Journal of Academic Medicine	This Perspective describes the origin, structure, and basic workings of the Brigham and Women’s peer support program, including important components for the peer support conversation (outreach call, invitation/opening, listening, reflecting, reframing, sense-making, coping, closing, and resources/referrals). The authors argue that creating a peer support program is one way forward, away from a culture of invulnerability, isolation, and shame and toward a culture that truly values a sense of shared organizational responsibility for clinician well-being and patient safety.  <a href="#">Peer Support for Clinicians: A Programmatic Approach : Academic Medicine (lww.com)</a>
<b>Supporting Clinicians: COVID-19 specific</b>	
Supporting Clinicians during COVID-19 and Beyond – Learning from Past Failures and Envisioning New Strategies	An article from Jo Shapiro and Timothy McDonald that discusses the impact of the COVID-19 pandemic and the necessity to address the emotional well-being of clinicians on many different levels, including peer support.  <a href="#">Supporting Clinicians during Covid-19 and Beyond — Learning from Past Failures and Envisioning New Strategies (nejm.org)</a>
Video: Peer Support in the Time of COVID-19 with Jo Shapiro, MD, FACS Harvard Medical School	Jo Shapiro, MD, FACS, (Harvard Medical School) discusses the importance of peer support, the fundamentals for operationalizing a peer-support system in health systems and practices, and how it can potentially change organizational culture especially during the COVID-19 pandemic.  <a href="#">Peer Support in the Time of COVID-19 - YouTube</a>
At the Heart of the Pandemic: Nursing Peer Support  Nurse Leader	This article outlines nurses’ experiences during the pandemic, describes peer support basics, offers best practices for peer support programs, and presents lessons learned from 2 mature peer support programs.  <a href="#">At the Heart of the Pandemic: (nam.edu)</a>
Peer Support in the Time of COVID19	Jo Shapiro, MD, FACS, (Harvard Medical School) discusses the importance of peer support, the fundamentals for operationalizing a peer-support system in health systems and practices, and how it can potentially change organizational culture especially during the COVID-19 pandemic.  <a href="#">Peer Support in the Time of COVID-19 - YouTube</a>
How to Implement a Peer Support Program During a Crisis	Understand the importance of peer support, the fundamentals for operationalizing a peer-support program in health systems and practices, and how peer support can potentially change organizational culture – especially during the COVID-19 pandemic.  <a href="#">How to Implement a Peer Support Program During a Crisis (on24.com)</a>
<b>Toolkits: To help develop and implement a clinical peer support program</b>	
Peer Support Toolkit. Betsy Lehman Center	This toolkit was created for health care organizations that want to do more to support clinicians and staff after difficult adverse events. Use these tools and the accompanying implementation guide to lay the foundation for a

	<p>successful peer support program - from gaining leadership buy-in to creating policies and collecting data.</p> <p><a href="https://www.betsylehmancenterma.gov/">Betsy Lehman Center   Peer Support Toolkit (betsylehmancenterma.gov)</a></p>
<p>How to Establish a Peer Support Program: Implementation Guide Betsy Lehman Center</p>	<p>A guide to help plan and build a hospital based peer support program. The accompanying work plan will help keep all efforts organized and on track.</p> <p><a href="https://www.betsylehmancenterma.gov/Peersupport_Implementation.pdf">Peersupport_Implementation.pdf (betsylehmancenterma.gov)</a></p>
<p>Strengthening the Workforce: Strategies for Now, Near and Far.  American Hospital Association</p>	<p>A guide to supporting the health care workforce. Though not specifically a peer support guide, it does contain information that would be useful in developing a program.</p> <p><a href="https://www.aha.org/sites/default/files/2019-05/strengthening-the-health-care-workforce-Supporting-the-Team.pdf">strengthening-the-health-care-workforce-Supporting-the-Team.pdf (aha.org)</a></p>
<p>Strengthening the Health Care Workforce Digital Toolkit  American Hospital Association</p>	<p>Digital resources for supporting the health care workforce. It accompanies the resource above</p> <p><a href="https://www.aha.org/sites/default/files/2019-05/strengthening-the-health-care-workforce-toolkit.pdf">Strengthening-the-Health-Care-Workforce-toolkit.pdf (aha.org)</a></p>
<p>Strengthening the Health Care Workforce American Hospital Association</p>	<p>A fact sheet that provides evidence and other information to accompany the above resource.</p> <p><a href="https://www.aha.org/sites/default/files/2019-05/fact-sheet-strengthening-the-health-care-workforce-aha.pdf">Fact Sheet: Strengthening the Health Care Workforce   AHA</a></p>
<p>Peer Support Programs for Physicians: Mitigate the Effects of Emotional Stressors Through Peer Support.  American Medical Association</p>	<p>A comprehensive toolkit that includes a step by step method and resources to developing a peer support program which begins with a PowerPoint for making the case to leadership.</p> <ul style="list-style-type: none"> <li>• This toolkit suggests that implementing a peer support program represents an organizational shift:</li> <li>• Away from a culture of silence towards one of sharing and acceptance</li> <li>• Away from a culture of expected perfectionism towards an acceptance of our human fallibility</li> <li>• Away from a culture of shame and blame and towards a culture of psychological safety where we can learn from our errors</li> </ul> <p><a href="https://www.ama-assn.org/edhub/peer-support-programs-for-physicians">Peer Support Programs for Physicians: Mitigate the Effects of Emotional Stressors Through Peer Support   AMA STEPS Forward   AMA Ed Hub (ama-assn.org)</a></p>
<p>Unpacking Peer support</p>	<p>A brief and visual guide to what peer support is and isn't, how it can be delivered, tips for effective peer support and physician training. Provides links to other resources.</p> <p><a href="https://www.cmaa.org/peer-support">Unpacking Peer Support: An Infographic   CMA</a></p>

<p>Brigham and Women’s Hospital Peer Support Program: Website</p>	<p>The Brigham and Women's Hospital Peer Support Program was created to support clinicians and other Brigham faculty. Trained peers reach out to impacted colleagues – due to an unexpected clinical outcome, personal loss or other stressors – offering a listening ear and the comfort of speaking with someone who has “been there.” The program is one tool to help mitigate isolation while fostering a culture of support and trust.</p> <p><a href="http://brighamandwomens.org">Peer Support Program for Faculty and Clinicians – Brigham and Women’s Hospital (brighamandwomens.org)</a></p>
<p>Physician-to-physician: Starting a peer-support program with Mark Greenawald, MD   Moving Medicine</p>	<p>Mark Greenawald, MD, discusses the value of peer support among physicians and how to establish a peer support network in your practice. Dr. Greenawald is on faculty and serves as vice chair for academic affairs, well-being, and professional development at the Virginia Tech Carilion School of Medicine in Roanoke, Virginia. He is also medical director at Carilion Clinic’s Institute of Leadership Effectiveness. American Medical Association CXO Todd Unger hosts.</p> <p><a href="#">Physician-to-physician: Starting a peer-support program with Mark Greenawald, MD   Moving Medicine - YouTube</a></p>
<p>Code Lavender: A tool for staff support</p>	<p>An example of CODE LAVENDER used in at the Cleveland Clinic. It is a crisis intervention tool used to support any person. Patients, family members, volunteers, and healthcare staff can call a Code Lavender when a stressful event or series of stressful events occurs in the hospital. After the code is called, the Code Lavender team responds within 30 minutes.</p> <p><a href="#">NSG0418 Cover Puneet.indd (clevelandclinic.org)</a></p>
<p>Next Generation Healing Solutions: A Code Lavender Program</p> <p>Experience Innovation Network, part of Vocera</p>	<p>This solution-focused toolkit outlines how Code Lavender® programs can be implemented to support the physical, emotional, and spiritual well-being of patients, families, and care team members.</p> <p><a href="#">Code-Lavender-Executive-Summary.pdf (vocera.com)</a></p>
<p>AMA STEPS Forward webinar series.</p> <p>American Medical Association</p>	<p>The AMA STEPS Forward® webinar series provides interactive instruction from experts who address practical, actionable strategies to transform the medical field and your practice within it.</p> <p><a href="#">AMA STEPS Forward® webinar series   American Medical Association (ama-assn.org)</a></p>
<p>Peer Support Programs for Physicians Mitigate the Effects of Emotional Stressors Through Peer Support</p>	<p>Support and trust among colleagues within an organization is a key component of professional well-being. In clinical medicine, this support and trust is most crucial during times of significant stress, such as being involved in a medical error, the target of patient aggression, or being named in a lawsuit. In response to such adverse events, organizations must move away from a culture of shame and blame to one of support.</p> <p><a href="#">Peer Support Programs for Physicians: Mitigate the Effects of Emotional Stressors Through Peer Support   AMA STEPS Forward   AMA Ed Hub (ama-assn.org)</a></p>

PeerRxMed	PeerRxMed™ is a free, peer-supported program designed to help physicians and others on the care team move toward thriving both personally and professionally. <a href="#">Fighting Physician Burnout With Connection — PeerRxMed™</a>
COMPASS Peer Support Network  University of Michigan	Michigan Medicine offers a Peer Support Network for faculty, staff, and house officers who have experienced difficult events. These include experiences with patient care, including unexpected outcomes, medical errors, or malpractice allegations as well as stress, burnout, pandemic challenges, or work-life related concerns. <a href="#">COMPASS Peer Support Network (umich.edu)</a>
Virginia Mason Franciscan Health: Peer to Peer Support Program	The CHI Franciscan Peer-to-Peer Support Program was created to facilitate meaningful, safe, confidential support for all physicians and ACPs. It includes support for stressors related to patient care, the pandemic and other overwhelming situations and topics. <a href="#">PeerToPeerFactSheet2021.01.04.pdf (vmfh.org)</a>
Toolkit: Developing a Peer Support Program	Vanderbilt University Medical Center (VUMC) offers structured interventions, including peer support, to provide emotional support to physicians. The peer support program focuses on health-promotion, collegiality, and trust. It is a step away from a culture that has sometimes applauds invulnerability and isolation <a href="#">wlcDevelopingaPeerSupportPrograminWorkUnits.pdf (vumc.org)</a>
AHA Hospitals in Action: Supporting Care Teams	Hospitals and health systems are sharing through the AHA Living Learning Network (LLN) <sup>1</sup> , AHA Behavioral Health Services and the AHA LISTSERVs their stories from the field on how they are supporting the well-being of their health care workers. The AHA LLN is a virtual community to discuss, ideate and reform health care in response to COVID-19 with other leaders across the field. AHA LLN participants have access to a curated network of respected subject matter experts and distinguished colleagues to participate in real-world discussions, expand perspectives and problem-solve together. AHA’s Behavioral Health Services provides resources and education for behavioral health care leaders, links members with shared interests and, through its members, helps shape AHA’s behavioral health policy and advocacy activities. <a href="#">lln-playbook-companion-0321.pdf (aha.org)</a>
University of New Mexico Peer-to-Peer Support Program: FAQ	Provides examples of questions that clinicians may have about a peer program. <a href="https://hsc.unm.edu/media/pdfs/p2p-faq-2019-letter-size-1.pdf">https://hsc.unm.edu/media/pdfs/p2p-faq-2019-letter-size-1.pdf</a>
Self-Care Planning for Healthcare Workers	A fact sheet that provides resources and ideas for health care workers. <a href="#">Self-care-planning-for-healthcare-workers-fact-sheet.pdf (blackdoginstitute.org.au)</a>
Caring for Each Other: Emotional Support for Health Care Team Members	One of Duke University Health System’s values is “Caring for our patients, their loved ones and each other.” As part of that value, they offer a number of programs to provide emotional support to team members when they encounter professional, patient-related, and/or personal stressors. Using a

Duke University	<p>multi-pronged approach, they provide proactive and responsive services, including support by professional and volunteer team members. View this webinar to learn about how to provide peer support directly as well as how to build a support structure for your health care teams to ensure that we are truly caring for each other.</p> <p><a href="#">September 2022 AHA Team Training Monthly Webinar - YouTube</a></p>
<p>Creating a Safe Space</p> <p>Mental Health Commission of Canada</p>	<p>The Toolkit was developed in partnership with the Mental Health Commission of Canada and supports healthcare leaders and policy makers to develop, implement or improve healthcare worker support programs. The Toolkit includes tools, resources, and templates from organizations across the globe who have successfully implemented their own healthcare worker support programs.</p> <p><a href="#">Creating a Safe Space Toolkit EN.pdf (patientsafetyinstitute.ca)</a></p>
<p>Physician Peer Support: An Organization's Secret Weapon to Combat Physician Burnout</p>	<p>Angela Chaudhari, MD, a practicing obstetrician-gynecologist and one of the original Scholars of Wellness (SOW) fellows at Northwestern Medicine, recognized the need to combat distress and burnout related to adverse events experienced by colleagues in her department. For her SOW project, she created a pilot peer support program for the OB-GYN department that was eventually scaled up and implemented hospital-wide for all attending physicians. Learn how you, too, can successfully implement a peer support program at your healthcare organization in this AMA STEPS Forward™ webinar.</p> <p><a href="#">Physician Peer Support: An Organization's Secret Weapon to Combat Physician Burnout - YouTube</a></p>
<p>Establishing a Chief Wellness Officer Position</p>	<p>To systematically improve well-being among physicians and other health professionals, organizations need more than ad hoc wellness committees and wellness champions. Vanguard organizations are creating a new C-level executive position to develop an organizational strategy and guide system-wide efforts to improve professional fulfillment. This position has come to be known as the Chief Wellness Officer (CWO). Establishing a Chief Wellness Officer position paves the way for organizations to improve not only care team well-being, but also patient experience, health outcomes, retention of key personnel, and a strong financial position. This module provides a step-by-step guide to laying the groundwork for and establishing a Chief Wellness Officer role in your organization.</p> <p><a href="#">Establishing a Chief Wellness Officer Position: Create the Organizational Groundwork for Professional Well-Being   Occupational Health   AMA STEPS Forward   AMA Ed Hub (ama-assn.org)</a></p>
<p><b>Tools: For Peer Supporters</b></p>	
<p>Peer Supporter Quick Reference Guide: Clinician and Staff Peer Support Program. Betsy Lehman Center</p>	<p>A visual guide for peer supporters that includes:</p> <ol style="list-style-type: none"> <li>1. Brief walk through of a peer-to-peer interaction</li> <li>2. Listening Skills</li> <li>3. Caring for yourself in the Face of Difficult Work</li> <li>4. List of Common Reactions to Trauma</li> </ol> <p><a href="#">QuickReferenceGuide2022.pdf (betsylehmancenterma.gov)</a></p>
<p>Clinician Peer Support Program of Central New</p>	<p>Sample of a program description and process to seek support.</p>

York	<a href="http://bassett.org">Clinician Peer Support Program of Central NY (CPSP-CNY) (bassett.org)</a>
Stress First Aid for Health Care Professionals  American Medical Association	<p>Similar to physical stress, psychological stress can cause injury to the mind and body. These injuries go beyond burnout: a stress injury is any severe and persistent distress or loss of ability to function caused by damage to the brain, mind, or spirit after exposure to the overwhelming stressors of fatigue (burnout), trauma, loss, or moral injury. In particular, there is a significant risk of moral injury in high-stress, service-oriented professions where valued qualities such as selflessness, loyalty, a strong moral code, and excellence can also create vulnerabilities, such as prioritizing the needs of others above one's own needs.</p> <p><a href="http://ama-assn.org">Stress First Aid for Health Care Professionals: Recognize and Respond Early to Stress Injuries   Electronic Health Records   AMA STEPS Forward   AMA Ed Hub (ama-assn.org)</a></p>
Stress First Aid	<p>Stress First Aid (SFA) provides a framework for psychological peer support, with a set of supportive actions designed to promote self-care and coworker support. The overarching aim of SFA is to identify and mitigate the negative impacts of stress at work before they impair staff health and well-being.</p> <p><a href="http://schwartzcenter.org">Stress First Aid - The Schwartz Center</a></p>
When Peer Support is Not Enough	<p>This webinar highlights “motivational interviewing” strategies that assist those in need of a higher level of care to make the personal choice to seek it. We will also discuss how hardwiring the Care for the Caregiver component of CANDOR provides the opportunity for organizations to systematically offer this crucial support to, and receive it from, others in the support of the workforce.</p> <p><a href="http://ecri.org">Event - Webinar   When Peer Support Is Not Enough—Referring Colleagues with Severe COVID-19-Related Stress (ecri.org)</a></p>

